

Singh's Tenets for World-Class Shutdowns and Turnarounds

1. **E**stablish and follow *Company-Specific Turnaround Management Processes and Procedures* that are based on the Best Industry Practices and modern planning techniques.
2. **I**mplement *Strategic Turnaround Planning* to create synergistic focus in achieving business and turnaround goals, identifying mitigating risks and instituting high performance initiatives.
3. **A**ssign *High-Impact Turnaround Management Teams* by getting knowledgeable staff from both internal company sources and external alliances.
4. **D**evelop *Turnaround Contracting Strategies and Plans* to select the most qualified contractors, sub-contractors and vendors, along with their "A" Management Teams.
5. **C**onduct *Contractor Alignment and Team Building Sessions* with all Contractors to Create Shared Ownership, and get Accountability Commitment in ensuring Turnaround Success.
6. **C**onduct *quarterly third party Turnaround Planning Preparedness Reviews* to ensure focused planning and efficient execution.
7. **I**nstitute effective *Turnaround Management Controls* by designing value-added planning, dynamic cost management, accurate progress reporting and forecasting systems.
8. **I**mplement *Productivity Improvement Plans* to achieve highest field efficiencies, optimize resource utilization and eliminate logistical conflicts.
9. **P**erform on going and post *Turnaround Evaluations* to develop initiatives for eliminating chronic weak areas and to consistently achieve pacesetter results in future turnarounds.
10. **E**nsure continuous learning through *Customized Turnaround Management Training, Benchmarking Reviews* and mentor supported *Turnaround Excellence Programs*.
11. **M**ake sure that all turnaround team members have their own copy of **Bobby Singh's** book **World Class Turnaround** to read and implement.

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